Cultural and Situational Awareness

Chapter 8

Learning Objectives

Terminal Objectives

Explain the impact of cross cultural behavior patterns, anti-terrorism vulnerabilities and operational security in a contingency contracting environment

Enabling Objectives

Differentiate between foreign acquisition solutions

Describe various anti-terrorism measures in a contingency environment

Identify actions to ensure OPSEC during a contingency

Introduction

As a CCO, your travels will take you to many places around the globe. With that in mind, this chapter was written to provide the CCO with an understanding of foreign acquisitions, business advisor considerations, anti-terrorism and security, anti-terrorist counter measures, and OPSEC awareness that are relevant with doing business in a foreign country.

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Foreign Acquisition Considerations

Limitations:

- Deployed CCOs do not have the authority to enter into agreements with foreign governments.
- If an agreement is already in existence, the CCO may obtain authority through the head of contracting activity to work with the host nation support office to write priced delivery orders against the agreement.
- If an agreement is needed, the CCO may request the establishment of an agreement through the host nation support office.

Multinational Programs:

- Naturally, the perspective of deployments, exercises, or humanitarian efforts are often "seasoned" in a multinational flavor. Subsequently, one must be aware of agreements already in place, and how they impact your responsibilities.

Foreign Acquisition Considerations (con't)

Customs and Taxes

- If the SOFA doesn't already cover the legal obligations, contact the US Embassy for guidance.

Host Nation Support (HNS)

- Establish a link with HNS teams and obtain cooperation to further assist in meeting obligations/requirements.
- This coordination should begin as soon as possible, and the relationship with the HNS should be groomed throughout the life of the deployment/exercise/efforts to facilitate mission accomplishment.
- Connecting with entities such as the US Embassy during reconnaissance or ADVON surveys may assist in highlighting sources of supplies, services, or construction.
- Additionally, interpreters, laws, regulations, and the applicable military command structure may be

Business Advisor Considerations

Ethics

- Remember Chapter 1? As a Business Advisor, you need to brief leadership, requirements personnel, and CCO representatives of local practices that may violate the Joint Ethics Regulation.

Local negotiating practices

- Negotiating in a contingency environment should be expected. It is the norm. Rarely does a contractor provide his "*BAFO*" after one or even two exchanges.
- Know who possesses the "leverage".
- Document, Document, Document when dealing with Price F&R!

Oral agreements

- Some contractors may not want to sign an actual contract – document the situation and have another US Government official countersign. More than likely, the contractor's apprehension will be pacified after payment, and future contract signatures shouldn't be an issue.

Business Advisor Considerations (con't)

Local business practices

- Given a country's infrastructure and the local business practices considered "normal", your job as a Business Advisor will be to both adjust to legally accommodate certain nuances (such as payment procedures) and thwart others (such as "selling" of contracts) .

Interpreter Services

- Have contractors who provide interpreters already been identified? Does the US Embassy have a listing of approved interpreters? If not, as a last resort, check other local establishments (schools, hospitals, etc).

Do's and Taboos

- What are some you can think of??

Taboos

- **Always vary with culture!!! Become familiar witl Nation (HN)**

- **Conversational Tabo**
  - Religion
  - Politics
  - Saying “NO”
  - Geography
  - Ethnic jokes

Cultural Impact on Mission

As Business Advisors, we need to:

1. Recognize the Differences
2. Understand their Relevance
3. Adjust as Necessary

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Culture Contrast

United States

- HARD WORK / GAIN
- COMPETITION
- INDIVIDUALISM
- EQUALITY
- RELIGIOUS FREEDOM
- NUCLEAR FAMILY

World View

- STATUS/BIRTHRIGHT
- COOPERATION
- GROUP
- STATUS
- RELIGIOUS RULE
- EXTENDED FAMILY

Tailor Your Approach…

Considering…(among others)

- **Time**
- **Work-Social Mix**
- **Friendship**
- **Status**
- **Indirect Resolution of Conflict**
- **Distance**
- **Touching**
- **Thinking**
- **Language**

Anti-Terrorism & Security

Complete AT/FP required training

- https://atlevel1.dtic.mil/at/

Cultural Awareness

- Learn as much as you can about the country
- http://catalog.janes.com/catalog/public/html/subject.html

Threat Factors You Should Co

- Are there terror groups in the a
- Are they violent?
- Do they attack Americans?
- How active are they?
- How sophisticated are they?
- How do they operate?
- What is their level of popular su
- Are there common tactics?

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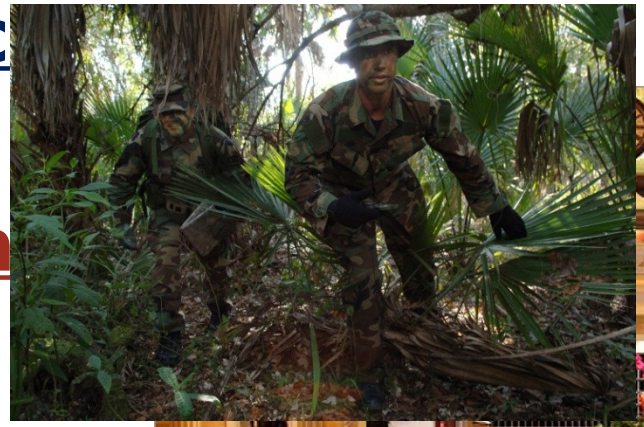
Anti-Terrorist Countermeasures

***Apply the Six Anti Terrorist awareness Themes to*:**

- **Air Travel**
- **Government Fac**
- **Ground Travel**
- **Hostage Surviva**
- **Hotel Security**
- **Individual Measures**
- **Protecting Residenc**



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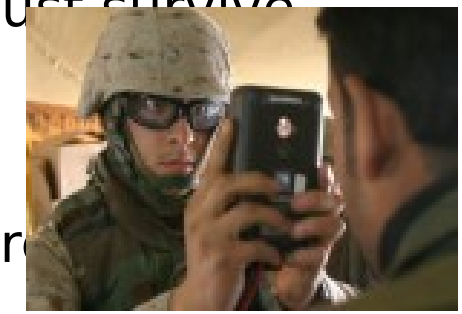
Personnel Recovery

Personnel Recovery:

- The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of “isolated” personnel.

Isolated Personnel:

- US military, Department of Defense civilians and contractor personnel…..who are separated from their unit….while participating in a US sponsors military activity or mission and are (or may be) in a situation where they must survive, evade, resist, or escape (SERE).



Contract Requirements:

- Contractors should be required to be personnel r
  trained
- A DD Form 1833 (ISOPREP) must be prepared for personnel
- An Evasion Plan of Action (EPA) must be prepared for personnel

Operations Security Awareness (OPSEC)

OPSEC is a continuous process involving security and common sense.

OPSEC is used to analyze operational plans or programs to detect any weaknesses which could provide adversaries or potential adversaries useful information.

The most important steps to this process are:

- Knowing your unit's mission
- Recognizing the adversary intelligence threat to your unit
- Being aware of unit's critical information--essential elements of friendly info.
- Identifying indicators which might disclose this information
- Developing protective measures to eliminate these indicators
- Being constantly alert for vulnerabilities in their units

Communication with Vendors

In the spirit of OPSEC, we must hold close data that our enemies may use against us – for our role as CCO's, the opportunity to divulge such data is an ever-present danger.

- **As you build relationships with contractors, still posture yourself against attempts of intelligence gathering**
  - Report such attempts – even if they seem insignificant – to the local CID, AFOSI, NCIS, or through your chain of command
- **Utilize caution when utilizing satellite or cell phones, and e-mail – none of which are generally deemed "secure"**